



Social Work

Resource Plan 2017-18

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Section One - Introduction

Welcome to the Social Work Resource Plan for 2017-18 – our twentieth annual plan. This Plan demonstrates our clear commitment to the council's vision **“to improve the quality of life of everyone in South Lanarkshire.”**

The aim of Social Work Resources is to promote social welfare and provide effective care and support to meet the needs of vulnerable people in South Lanarkshire. We will do this by providing responsive and accessible services for vulnerable children, young people, adults and older people and their carers which will support them to maximise their potential, maintain their independence and improve their outcomes. We also support adults in communities involved with the Criminal Justice System.

Social Work Resources is one of the key partners within the South Lanarkshire Health and Social Care Partnership with the main focus for the year ahead on Locality Development. Local councils have a duty under the Social Work (Scotland) Act 1968 to assess a person's community care needs and decide whether to arrange any services. Social Work Resources in partnership with community planning partners and voluntary and independent provider organisations, offer a range of services designed to enable, support, improve and protect the health and social care of people using our services.

Social Work Resources activities include:

- dealing with over 40,000 referrals a year
- assessment, specialist assessment and support
- provision of targeted services for vulnerable children, young people and adults
- service provision including homecare and care at home
- support services, day, respite and residential services
- supervision and monitoring in the protection of vulnerable children and adults
- working with those subject to requirements within justice and mental health legislation

Key achievements for last year are listed at section 2.1, 4.2 and additional performance information can be found in Annex 2.

Social Work also fund a wide range of contracted services provided by the independent, voluntary and private sector. There are forty one independent care homes for older people, thirteen care homes for adults, and a small number of children's care homes in the council area. We have a range of Home Care, Day Care Services, and Supported Living Providers operating across our localities.

This Plan sets out the legislative framework against which Social Work services operate, outlines the resources available to deliver Social Care Services, sets improvement actions for 2017-18, and provides a summary of our performance information and achievements.

There is a statutory requirement for the council to appoint a professionally qualified Chief Social Work Officer (CSWO) who must be registered with the Scottish Social Services Council (SSSC). The role of the CSWO is to provide professional advice and guidance to local authorities, elected members and officers in the provision of Social Work services, whether commissioned or directly provided. A copy of the [CSWO Report](#) is available to download from the council website.

Social Work continues to operate in an environment of change and innovation and 2017-18 will be no different as social care services will be subject to further and significant organisational change as outlined in section 2.

I took up the post as Director of Health and Social Care in September of last year and have been thoroughly impressed by the hard work, talent and exemplary dedication of staff and partners. The ongoing development of Social Work Resources and our achievements rely on the continued commitment of our staff and partners. I would like to thank everyone for their efforts during 2016-17 and I look forward to working together during the year ahead.

Val de Souza
Director of Health and Social Care

Section Two – Context

2.0. Introduction

The challenges facing local government in Scotland continue. However, even with the on-going financial constraints, the council continues to do everything in its power to protect and maintain vital services.

There are also demographic challenges which Social Work require to respond to on a strategic and operational basis. Many of these challenges arise from the socio-economic 'make-up' of the local authority area such as:

- the population of South Lanarkshire which is projected to rise by 1.5% over the 2016 to 2026 period and a further 0.1% over the 2026 to 2037 period. The projections show a continuation of the ageing population with significantly faster increases in those aged 65 or over. By 2037, 28% of the population will be aged 65 or over, compared to 18.9% in 2016. Similar to Scotland as a whole, as the number of older people in South Lanarkshire increases so does the demand for some services, for example, home care, nursing and residential care. We also recognise that the workforce is ageing, requiring us to look at how we plan for the future, ensuring we have the skilled workforce we need to deliver our services in the future.
- South Lanarkshire has a significant deprivation issue, the publication of the latest Scottish Index of Multiple Deprivation (SIMD) statistics highlights persistent levels of deprivation within a number of South Lanarkshire communities.

This overview gives a brief outline of the extent of the services that we deliver, however these services will be significantly impacted in the coming year by social change, legislation and policies, the council's key plans and other statutory commitments.

2.1. Resource overview

Social Work Resources is committed to delivering services that:

- are person centred
- work with individuals and families to promote the best possible outcomes for them
- support people to remain in their own homes and communities as far as possible
- promote resilience and independence
- minimise disruption to individuals who require services from a range of different providers or organisations

To do this Social Work Resources employs 3,020 staff and provides a broad range of services to the most vulnerable people in South Lanarkshire. We provide services across four main localities to children, families, adults, older people and carers, and includes services for people with learning and physical disability, people with substance misuse problems, people with mental health problems, people in the justice system, home care, day care (services include personal support) and residential services.

All Social Work staff working with service users are bound by a professional Code of Practice which is governed by the Scottish Social Services Council (SSSC). Our Code of Conduct for Social Work staff has drawn on this work so that all staff, regardless of qualification, have agreed to adhere to specific professional codes that guide their practice.

This section sets out the key service areas provided by the Resource and the scale and nature of some of the activity carried out during 2016-17.

Adult and Older Peoples Services

- Worked with 1,898 people to promote independence as part of the Supporting Your Independence approach
- Provided 13,768 items of equipment to people to enable them to stay at home
- At any time, Social Work Resources can support up to 213 older people with a home like environment in the Council's own residential homes and up to 1,569 older people in private or voluntary care homes
- Our Adult Support and Protection activity showed increased demand this year, with adults under 65 we supported 871 inquiries which lead to 41 investigations and for adults 65+ we supported 1,100 inquiries leading to 67 investigations
- For local authority welfare guardianship orders, visits have been maintained at a good level over the course of the year at 91% within timescale
- For private welfare guardianship orders, demand remained high with 87% of visits being completed within timescale
- Continue to support 1,051 people with a learning disability to live in their own communities (to be reported by 31 July 2017)
- Worked with 7,052 adults with a physical disability who were referred to the physical disability teams
- Worked with 671 individuals with a mental health problem who were referred to Community Mental Health Teams

Children and Justice Services

- Protected 712 children through child protection investigations. At 31 March 2017, there were 140 children on the Child Protection Register
- Prepared 529 reports for children who were supported through the Children's Hearing system
- Supported 227 children and young people in foster placements on a full time basis
- 563 children were looked after by the council. Of these children: 266 or 47.3% were looked after at home; (106 of these with friends and relatives); 227 or 40.3% were looked after by foster carers/prospective adopters. 12.4% children were in residential and/or secure school accommodation, 40 or 7.1% in the council area, 15 or 2.7% in residential schools 15 or 2.7% required specialist, out of area placements to meet their needs
- Supported 630 people to complete a Community Payback order, including providing the opportunity for personal development or learning opportunities
- 1,134 individuals were supported by substance misuse services, following a referral for alcohol or drug misuse
- Prepared 1,653 reports for the Courts

Across all Service areas

- During the past year Money Matters Advice Service has helped residents of South Lanarkshire to claim over £12.5million in benefits and over £3.8million in backdated payments. As well as this, Money Advisors have helped people to deal with over £11million debt.
- We supported 2,845 carers through our two carers' organisations (Lanarkshire Carers Centre and South Lanarkshire Carers Network) in 2016-17.

2.2. Social Change, Legislation and Policies

The local authority has a duty, through a wide range of legislation and guidance, to promote social welfare and safeguard vulnerable individuals in the community. The legislation and guidance that will impact on Social Work Resources includes:

- Social Work (Scotland) Act 1968
- Public Bodies (Joint Working) (Scotland) Act 2014
- Social Care (Self-directed Support) (Scotland) Act 2013
- Children and Young People (Scotland) Act 2014
- Child Protection National Guidance for Children 2014
- Looked after Children (Scotland) Regulations 2009

- Adult Support and Protection (Scotland) Act 2007
- Adults with Incapacity (Scotland) Act 2000
- Mental Health (Scotland) Act 2015
- Carers (Scotland) Act 2016
- Children's Hearing (Scotland) Act 2011
- Age of Legal Capacity (Scotland) Act 1991
- The Welfare Reform Act 2012
- The Equality Act 2010
- Immigration Act 2016
- Community Empowerment (Scotland) Act 2015
- Community Justice (Scotland) Act 2016

2.2.1. Integration of Health and Social Care Services

As outlined in the legislation, the South Lanarkshire Health and Social Care Partnership now has the necessary legislative framework in place with an established Integration Joint Board (IJB). A Performance and Audit Sub Group has been created to assist with the necessary governance and accountability arrangements of the IJB.

Key areas of development for the IJB for 2017-18 will be the locality planning agenda, formalising governance arrangements and producing an Annual Performance Report which will be agreed through the IJB. Other areas we are continuing to work through are around the complaints process and finalising a workforce development plan.

From a locality planning perspective, a requirement of the Act was to establish a minimum of two locality planning areas. However, in South Lanarkshire, it was agreed that four locality planning areas/geographies would be the most sensible, workable model at this stage and would be developed around the undernoted areas:

- ◆ Rutherglen/Cambuslang
- ◆ East Kilbride/Strathaven
- ◆ Hamilton/Blantyre
- ◆ Clydesdale

An important building block for locality development was the approval of an operational management structure for the Health and Social Care localities and from March 2017 a locality manager has been appointed within each of the localities. From a strategic and operational planning perspective, this will provide the necessary platform through which further locality development can be planned and implemented. Each of the four localities now has a Locality Planning Group that is chaired by a voting member of the IJB. Each group is currently profiling information and looking at the respective priorities emerging from this which in turn will help shape future commissioning intentions and the next iteration of the Strategic Commissioning Plan. The Strategic Commissioning Plan sets out how we will deliver and evaluate services with local communities by using our resources to achieve the core aims of integration. You can download a copy of the [Strategic Commissioning Plan](#) or the [Summary](#).

The new Director of Health and Social Care has led several development sessions with the senior and extended management team to prioritise a range of activities across the next 12-18 months, with 11 key workstreams being identified and prioritised. Work will be undertaken across the next three to six months to agree a route map which will outline the direction of travel for localities, recognising there will be some differences geographically.

2.2.2. Self-directed Support (SDS) (Scotland) Act 2013

The Social Care (Self-directed Support) (Scotland) Act 2013 was implemented in April 2014 and continues to be rolled out. Requiring a cultural shift in practice in working to an outcomes focused approach with service users and carers. It aims to give people more choice and control in relation to their care needs and places a legal duty on the council to offer four

funding choices to people who are assessed as requiring care and support. The Act has necessitated

wholesale change across most areas of Social Work (assessment and support planning, Information Technology, finance, commissioning, training and development and the provision of information).

2.2.3. The Children and Young People (Scotland) Act 2014 (CYPA)

The Children and Young People (Scotland) Act 2014 (CYPA) became law on the 27 March 2014 and introduced changes to promote, support and safeguard the wellbeing of children and young people in Scotland. The Act introduced additional supports for children and young people looked after in care to try and make sure they have the same opportunities as other young people. Social Work Resources together with Partners in South Lanarkshire are engaged in a range of developments and activities which support those in care and care leavers including Corporate Parenting, Kinship Care, Continuing Care and Aftercare.

The CYPA also introduced the role of Named Person in Scotland, ensuring that every child or parent seeking information, advice or support will have access to a known point of contact in local services until the child reaches the age of 18 years. The Named Person will also be a point of contact for other services if they have any concerns about a child's wellbeing. Following a Supreme Court ruling on 28 July 2016, implementation of the Named Person service was postponed. Within South Lanarkshire procedures are in place to commence the service when final guidance from the Scottish Government is known.

2.2.4. Carers (Scotland) Act 2016

The Carers (Scotland) Act 2016 was passed in February 2016 and throughout the summer of 2017 the regulations and guidance will be drafted and consulted upon implementation in April 2018. This Act is far reaching, bringing new legal rights for carers and young carers. There is a clear focus on preventative support, building on previous carers' legislation and strategic intentions. It changes the definition of a carer in Scotland and stipulates what the new Adult Carer Support Plan and Young Carers Statement must contain to assess carers' needs. It places new duties on local authorities and health boards in terms of strategic planning and the provision of information and advice for carers. Carers' involvement in strategic planning remains firm policy intent.

2.2.5. Community Justice (Scotland) Act 2016

The Scottish Government introduced the Community Justice (Scotland) Act 2016 following a consultation period on the Future Model of Community Justice in Scotland.

The outcome of the consultation was that the Community Justice Authorities (CJA) would cease to exist on 31 March 2017 with:

- Local Planning and delivery of community justice services being delivered on a partnership basis under the existing 32 community planning partnerships (CPPs) from 2017; and
- A new national body, Community Justice Scotland (CJS) to provide (a) independent professional assurance to Scottish Ministers on the collective achievement of the community justice outcomes and (b) a hub for community justice innovation, learning and development.

The Scottish Government's vision is reflected in the first South Lanarkshire Community Justice Outcomes Improvement Plan which has been developed with contributions from all partner agencies. The plan aims to ensure as a partnership we:

- Prevent and reduce further offending by addressing its underlying causes; and
- Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens

The main elements of the National Strategy for Community Justice are to provide:

- Improved community understanding and participation
- Effective strategic planning and partnership working
- Effective use of evidence-based interventions
- Equal access to services

2.2.6. Limitation (Childhood Abuse) (Scotland) Act 2016

The Limitation (Childhood Abuse) (Scotland) Act removes the three year limitation period for actions of damages where:

- The damages claimed consist of damages in respect of personal injuries
- The person raising the action was a child (under the age of 18) at the time the act or omission that caused the injury occurred
- The act or omission to which the injuries were attributable constituted abuse, and
- The action is brought by the person who sustained the injuries.

2.2.7. Welfare Reform Act 2012

The UK government has announced that South Lanarkshire will become a Universal Credit “Full Service Area” in October 2017. This means that claimants will no longer be able to apply for any of the “Legacy Benefits” (i.e. Income Support, income-based Jobseekers Allowance, income-related Employment and Support Allowance, Housing Benefit, Child Tax Credit or Working Tax Credit).

The Child Poverty (Scotland) Bill was introduced in the Scottish Parliament on 9 February 2017. It sets out child poverty targets and places a duty on Scottish Ministers to ensure that those targets are met by March 2030 with the first plan covering the 3 year period from 1 April 2018. It also places a duty on local authorities and health boards to report annually on activity to contribute to reducing child poverty.

2.2.8. Community Empowerment (Scotland) Act 2015

The Community Empowerment (Scotland) Act 2015 introduced a right for constituted community bodies to make requests to all local authorities and Scottish Ministers, if they feel they could make better use of publicly owned premises. The Act and associated regulations came into force on 23 January 2017 and sets out the key rights and duties for the asset transfer process. It focuses on the duties and responsibilities that fall to local authorities in respect of Asset Transfer Requests. Social Work Resources along with its Community Planning Partners is required to prepare and publish a “local outcomes improvement plan” which sets out priorities for improvement with a view to reducing inequalities of outcomes which result from socio-economic disadvantage. Social Work Resources has a key contributing role in this process.

2.2.9. National Health and Social Care Standards

The Scottish Government issued a consultation on new National Health and Social Care Standards in October 2016. The purpose of the new standards is to set out what individuals can expect when they use health and social care services in Scotland. This includes a wide range of services from day care for children in early years, care at home for adults, to hospitals, clinics and care homes. The new standards are expected to be implemented from Spring 2018 and will be more aligned to human rights principles and will focus on dignity and respect; wellbeing; compassion; being included; being responsive and supportive.

The move to develop new National Health and Social Care Standards takes account of the changing landscape of health and social care and the need to reflect changes in policy and practice. Key changes are that people are living longer and supported and cared for in their own homes; the quality of care is as important as other aspects of care such as safety; and the establishment of Health and Social Care Partnerships means that when people use health or care services they should get the right care and support when they need it.

2.2.10. Realigning Children's Services (RCS)

The Realigning Children's Services Programme has worked in partnership with the Scottish Government and Community Planning Partnerships to support communities to make informed decisions about where to invest in order to improve the lives of children.

It supports a joint strategic commissioning approach, providing tools and support with which Community Planning Partnerships can gather evidence, develop staff skills, and facilitate discussion within the local partnership. We are now in the final year of this programme.

2.2.11. Statutory requirements

New and revised legislation will impact on the work of the Resource during 2017-18.

These include:

Statutory Requirements – Social Work Resources	
Legislative Area	Impact
Public Bodies (Joint Working) (Scotland) Act 2014	In order to meet the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014, Social Work Resources in partnership with NHS Lanarkshire and other stakeholders is required to action a number of key priorities. The Act is unique in that it is based upon a set of principles and nine health and wellbeing outcomes and is the first piece of legislation in Scotland to have outcomes as part of the legal requirement. Over the course of 2017-18 and beyond the Resource will be a key player in delivering aspects of the Strategic Commissioning Plan.
The Children and Young People (Scotland) Act 2014	<p>The Children and Young People (Scotland) Act 2014 introduced a number of significant changes to the range of duties and powers that affect those children in care and care leavers.</p> <p>The Resource is engaged in a range of developments and activities in relation to the Act and the additional requirements for Continuing Care, Aftercare and the introduction of the Named Person service.</p> <p>(Part 9) provides information and advice about how corporate parents should fulfil their duties and make corporate parenting strategies mandatory.</p>
The Mental Health (Scotland) Act 2015	The Mental Health (Scotland) Act 2015 makes changes to the Mental Health (Care and Treatment) (Scotland) Act 2003 to allow service users with a mental disorder to access effective treatment more quickly and with ease. It also introduces measures around named persons, advance statements and advocacy, to uphold and enhance service users' rights. There is a greater focus on service users' involvement in their treatment. It introduces a Victim Notification Scheme for victims of mentally disordered offenders. The Act also makes some changes to the Criminal Procedure (Scotland) Act 1995.
Carers (Scotland) Act	The Act changes the definition of a carer in Scotland and

Statutory Requirements – Social Work Resources

Legislative Area	Impact
2016	places a duty on all Local Authorities to develop a Carers' Strategy (with the involvement of carers) and brings about new legal rights in terms of carers accessing information and advice. It also places a duty on Local Authorities to consider short-breaks for carers and to develop Adult Carer Support Plans and Young Carers Statements. The new Act will be implemented in April 2018.
Community Justice Plan 2017-22	The Community Justice Local Outcomes Improvement Plan has been approved by the Community Planning Partnership (CPP) and is operational from April 2017. The Community Justice Planning Partnership is responsible for implementing the plan as outlined in the National Strategy for Community Justice in Scotland.
Abusive Behaviour and Sexual Harm (Scotland) Act 2016	The Abusive Behaviour and Sexual Harm (Scotland) Bill was passed by the Scottish Parliament on 22 March 2016. The new Act will make provision about abusive behaviour and about sexual harm including provision about directions to be given to juries in sexual offence cases and provision about orders to prevent future sexual harm. This Act will impact on victims of gender-based violence and will modernise criminal law and strengthen powers for the police, prosecutors and courts to take action against perpetrators of domestic abuse, harassment and sexual offences.
Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016	<p>This Act was passed in March 2016 with four broad proposals. Whilst all these proposals are important, the first two will have a significant impact on Social Work Resources.</p> <ul style="list-style-type: none"> • To place a 'duty of candour' on health and social care organisations. This has created a legal requirement for health and social care organisations to inform people when they have been harmed as a result of the care or treatment they have received; • To establish new criminal offences of wilful neglect or ill-treatment within health and social care settings. One offence will apply to individual health and social care workers, managers and supervisors, and another will apply to organisations.
Welfare Reform Act 2012	Further changes in the Welfare Reform Act 2012 will impact on: people with illnesses and disabilities who will be significantly affected; work related activity component will be abolished for all new Employment and Support Allowance claimants in the work related activity group; Personal Independence Payment (PIP) ie the migration of Disability Living Allowance (DLA) claimants to PIP continues; changes to Tax Credits and Universal Credit will mean further significant losses for some families with children.
British Sign Language (Scotland) Act 2015	British Sign Language (BSL) was recognised as an official language by the Scottish Government in 2011. The British

Statutory Requirements – Social Work Resources	
Legislative Area	Impact
	Sign Language (Scotland) Act 2015 will positively influence the work of the Resource in supporting people who will benefit from using BSL along with the actions to be taken forward as a result of See Hear, the National Framework for Sensory Impairment.
General Data Protection Regulation (GDPR)	Work will be required in implementing the General Data Protection Regulation

Specific actions to address these legislative impacts are detailed in Section 6 (Action Plan) of the Resource Plan. Legal Services will assist all Resources to meet the demands of new and changing legislation.

2.3. The Council Plan, the Community Plan and the Local Outcomes Improvement Plan (LOIP)

2.3.1. Community Planning is the process through which public services come together to positively change local situations. The Community Planning Partnership (CPP) is committed to improving the quality of life of everyone in South Lanarkshire by working together and with communities to design and deliver better services.

Through the 2015 Community Empowerment Act the Scottish Parliament gave a statutory purpose, for the first time, to community planning: to focus on improving outcomes and tackling inequalities in outcomes. This includes those communities (covering areas and/or groups of individuals) experiencing the poorest outcomes

2.3.2. The legislation calls for the Community Planning Partners to develop a South Lanarkshire **Local Outcomes Improvement Plan (LOIP)** which covers the whole council area, setting out the local outcomes that the partners want to improve. The requirement is for a LOIP that demonstrates a clear, evidence-based, robust and strong understanding of local needs, circumstances and aspirations and how these can vary for different places and population groups in South Lanarkshire or between South Lanarkshire and Scotland as a whole.

The LOIP is seen as a key element in the delivery of public service reform at local level. It will provide a shared vision and focus and binds the public sector to making a decisive improvement on local outcomes. This can involve developing new and different ways of working, behaviour and performance under strong governance, accountability and operating arrangements.

The strategic themes of the CPP and the LOIP are clearly aligned to the Ambitions in the Council Plan, Connect 2017-22, as shown below.

Partnership strategic theme	Connect Ambition
Community safety and crime	Make communities safer, stronger and sustainable
Health and wellbeing	Improve health, care and wellbeing
Sustainable economic growth	Promote economic growth and tackle disadvantage
Tackling poverty and deprivation	Promote economic growth and tackle disadvantage
Children and young people	Get it right for children and young people

The Council Plan is considered in more detail in Section 3.

2.4. Other Commitments

2.4.1. There are also a number of pieces of legislation or policy both at National and Local level, while not new, have a huge impact on service delivery. These are:

- A Route Map to the 2020 Vision for Health and Social Care
- The Mental Health Strategy for Scotland
- Autism Strategy
- Early Years Collaborative
- Carers Strategy
- Dementia Strategy
- Keys to Life (Learning Disability Strategy)

2.4.2. Transforming Care After Treatment (TCAT) and Lanarkshire's Cancer Strategy

Transforming Care After Treatment (TCAT) is a partnership between the Scottish Government, Macmillan Cancer Support, NHS Scotland and local authorities to support the re-design of care following active treatment of cancer. The programme was launched in 2013 with £5 million from Macmillan Cancer Support offered between 3-5 years. Overseeing and delivering on the TCAT programme are Regional Cancer Networks. Lanarkshire falls within the West of Scotland area (WoSCAN). South Lanarkshire Council is a joint partner with North Lanarkshire Council in a two year project running from September 2015-17. The project will pilot the use of individual budgets to support adults and older people in achieving good outcomes in their cancer recovery.

Alongside the national TCAT programme partners have been working with NHS Lanarkshire in the implementation of its own Cancer Strategy. Social Work Resources has had an active role in the workstream focusing on "Living with and Beyond Cancer". Work continues to be taken forward across Lanarkshire as a result of the Cancer Strategy (eg: information packs developed at the point of diagnosis, the development of a "Libraries and Leisure Service" and trialling Health and Wellbeing events in both North and South Lanarkshire. These areas of work will now be taken forward through the Healthcare Strategy supporting the integration of health and social care across Lanarkshire.

2.4.3. A National Telehealth and Telecare Delivery Plan for Scotland

Technology Enabled Care (TEC) is defined as: "where the quality of cost-effective care and support to improve outcomes for individuals in home or community settings is enhanced through the application of technology as an integral part of the care and support process".

Within the context of health, housing and social care, digital technology offers new opportunities for transforming the outcomes and experience of patients and citizens – and of supporting those who care for them.

2.4.4. See Hear – Sensory Impairment Strategy for Scotland

See Hear is the new Sensory Impairment Strategy for Scotland, the first of its kind within the UK, which very clearly takes a “rights’ based approach with equality of provision, support and access to services at its heart”. It has five clear aims:

- To develop a *partnership approach* across health and social care and education when assessing the support needs of children and adults with sensory impairments
- To ensure children and adults with sensory impairments have the *same access* to education, employment, social care, health care and leisure as everyone else
- That people are *supported to understand* their sensory impairments
- That good information is available in a *range of formats* to support people to live as independently as possible and that people can access direct support when needed
- That children and young people with sensory impairments are *supported well in the early years* and for as long as required

The strategy sets out seven recommendations for improving services for sensory impaired people in Scotland.

The recommendations within the strategy will be taken forward across Lanarkshire through a multi-agency approach, involving people with sensory impairments and carers. The findings from a small piece of independent research with people affected by sensory impairments across Lanarkshire will inform a development plan and how actions will be prioritised throughout 2017-18.

2.4.5. External Regulation and Inspection

Social Work Resources will continue to be subject to annual care inspectorate requirements with regard to registered services including residential care for both children and older people, day care, support services, home care, care and support, adoption and fostering. In addition to this, Social Work Resources are key to any national inspection programmes, particularly those on a multi-agency basis e.g. the inspection of older people’s services and the thematic substance misuse validation self-evaluation. Social Work Resources will be subject to further requirements stemming from legislation and government policy that influence service delivery. The South Lanarkshire Scrutiny Plan continue to focus on overall efficiency, self-assessment, performance and improvement.

2.4.6. Service Reviews

During 2016-17, a significant number of efficiency reviews across a range of service areas were undertaken as listed below:

- Externally Commissioned Services
- Financial Contribution to Non-Residential Care Services
- Management Structures and Support Services
- Property, Administration, Supplies and Services
- Equipment and Stair lift provision
- Family Respite Service
- Coalyard and cafe facilities
- Older People’s Day Care Services
- Reception Services
- Care and Support Services
- Day Opportunities
- Home Care
- Development of Community based Services

- Financial Assessment Process
- Overtime costs
- Information and Advice Services (including Money Matters)
- Business Support
- Strategy and Policy

Any recommendations, action plans and changes to service delivery identified as part of the review process which included a wide range of consultations, will be introduced in 2017-18. Service efficiency reviews will continue to be examined in the coming year.

2.4.7. Partnership Working

Social Work Resources takes a lead role in a number of partnership plans and partnership planning processes, agreeing joint outcomes with our internal and external partners. Partnership activities are extensive and are continually developing. This is evidenced across the effective joint working on shared values and issues throughout the Partnership Improvement Plan. We work closely with third sector organisations to support identified areas and locality need. We promote good practice by developing more effective and better quality outcomes for service users and carers.

2.4.8. Equality and Diversity

Equality is an integral part of achieving best value and is an underpinning value of the council's vision to improve the quality of life of everyone in South Lanarkshire. The council is committed to: eliminating discrimination, harassment and victimisation; promoting equality of opportunity; and fostering good relations in all that it does. In doing so, it will reduce disadvantage and deprivation arising from its own activities and will work with others to do so in the South Lanarkshire areas.

Social Work Resources has a key role to play in delivering the council's equality outcomes, and will take forward the following actions:

- Improve later life
- Protecting vulnerable children, young people and adults
- Support our communities by tackling disadvantage and deprivation and supporting aspiration
- Work with communities and partners to promote high quality, thriving and sustainable communities

The statutory framework for social work services is contained in a raft of different pieces of legislation. Principal among these is the Social Work (Scotland) Act 1968 which places a duty on all local authorities to "promote social welfare". Social workers have a distinctive set of knowledge, skills and values when supporting our most vulnerable people.

The nature of social work means that much of our core business supports people who are specifically mentioned under legislation and defined within the Equality Act 2010 as nine named protected characteristics groups. The protected characteristic groups of age and disability are the focus of Social Work activity.

2.4.9. Sustainable Development

Sustainable development is an integral part of best value and is also a priority for the council. The council has a statutory requirement under the Public Sector Climate Change Duties to: reduce carbon emissions arising from its own activities and to work with others to reduce those of the South Lanarkshire area in general; adapt to current and future changes in climate to ensure continued service delivery; and promote the sustainable development of the council and our local communities.

The council also has a statutory requirement under the Biodiversity Duty to further the conservation of biodiversity.

Social Work Resources has a key role to play delivering aspects of the council's Sustainable Development Strategy; Climate Change Duties Improvement Action Plan; and the Biodiversity Duty Implementation Plan, and will take forward the following actions:

- Contribute to the council's sustainability work
- Maximise the energy efficiency of all operational properties in support of the Carbon Management Plan
- Reduce waste and increase recycling

2.4.10. Information Governance

Social Work Resources recognise that good information governance is necessary for the Resource and the council to carry out its functions efficiently and effectively.

The Information Governance Board, which has representation from all Resources, oversees the council's information management activities driving forward improvements and developing policies, procedures and guidance. The framework for information governance is provided by the Information Strategy 2014-17. This strategy outlines a number of key actions which will ensure that all Resources will progress improvement in the management of information throughout the council.

The council's first Records Management Plan was submitted to the Keeper of the Records at the National Records of Scotland in December 2016. This was a statutory requirement of the Public Records (Scotland) Act 2011.

Improvement actions from the National Records of Scotland assessment of the Record Management Plan will be an integral part of the redevelopment of the councils' Information Strategy which will be reviewed in 2017.

2.4.11. Top Risks

To successfully manage risk, council and resource plan objectives must inform the council's risk management arrangements. The council reviews its top risks each year and common themes are identified.

The top risks identified for the council are:

- Reduction in Council funding, resulting in difficulties maintaining front line services
- Potential liability arising from claims of historic abuse
- Failure to maintain the required pupil/teacher ratio
- Information management not subject to adequate control
- Fraud, theft, organised crime and cyber attacks
- Failure to achieve results and demonstrate continuous improvement, through leadership, good governance and organisational effectiveness
- Failure to work with key partners to achieve the outcomes of the Local Outcome Improvement Plan
- The Council is not sufficiently prepared to deliver the Integration Joint Board Strategic directions set out in the Strategic Commissioning Plan 2016-19
- Increasing levels of adverse weather

In addition to these risks Social Work Resources have also identified and added a number of risks to the Social Work risk register:

- Failure to work with key partners to successfully deliver the council's partnership ambitions
- Implementation of self-directed support
- Lack of capacity and skills to provide current core services and meet increased service demands
- A lack of intervention fails to prevent the death, neglect or injury to service users

In the coming year, Social Work Resources will take forward all reasonable necessary actions, where appropriate to mitigate or reduce the Resources' exposure to these key risks.

2.4.12. Benchmarking

Best value, a concept first introduced into the public sector through the Local Government (Scotland) Act 2003, seeks to drive continuous improvement in public service delivery. Best value has entered a new era which is intended to bring about more proportionate and risk-based external scrutiny of councils by national inspection bodies; placing greater emphasis on the use of self-assessment, benchmarking and public performance reporting to promote continuous improvement.

With the support of the Accounts Commission, the Society of Local Authority Chief Executives (SOLACE) has been working with the Improvement Service and has established a Local Government Benchmarking Framework (LGBF) and indicators for council services in Scotland.

The move away from league tables to benchmarking is to enable comparisons to be made on spending and performance between similar council groups, these are called family groups; to share areas of good practice and innovative ideas, with a long term aim to improve performance.

The LGBF indicators are included in this Resource Plan and, along with many other indicators and measures will be monitored throughout the year. Performance against these indicators can be found in our [Public Performance Reporting Reports](#). The results for all Scottish councils and the family groups can be found on the online tool [mylocalcouncil](#)

2.4.13. Digital and ICT Strategy

The council's Digital and ICT strategy sets out how South Lanarkshire Council will use new technologies to help deliver its vision 'to improve the quality of life of everyone in South Lanarkshire'. It describes how services will be delivered as "Digital First" and how we will work with partners, service users and suppliers to create the data infrastructure to support digital services.

The strategy also sets out the technical foundations necessary to realise the council's digital vision. This includes ensuring that appropriate and sustainable computer systems, networks, ICT skills, software and data services are in place to support the transformation to a Citizen Centric and Digital Council both in the short term and in the years beyond.

Health and Social Care Integration is acknowledged as a key driver for partnership working through ICT and the council will ensure that the ICT solutions enable care to be delivered independently of organisational boundaries. In order to plan strategically for the delivery of services in the future we will securely share our data with Health Care partners and develop our business intelligence systems to predict future demands and align these to organisational resources.

This will be facilitated by:

- deploying data sharing tools that allow secure sharing of data within the Health and Social Care Partnerships
- work with partners to deliver ICT services that enable Health and Social Care Integration
- engage with the national SWAN (Scottish Wide Area Network), MyAccount, National Entitlement Card (NEC) and MyGov.Scot programmes
- develop data sharing protocols and procedures with our partners

eHealth plays a pivotal role in evolving the way in which care is delivered in Scotland, empowering both citizens and professionals through better digital services and information.

This will directly improve the outcomes of professional care, and at the same time provide essential support for effective self-care and health improvement by people in Scotland.

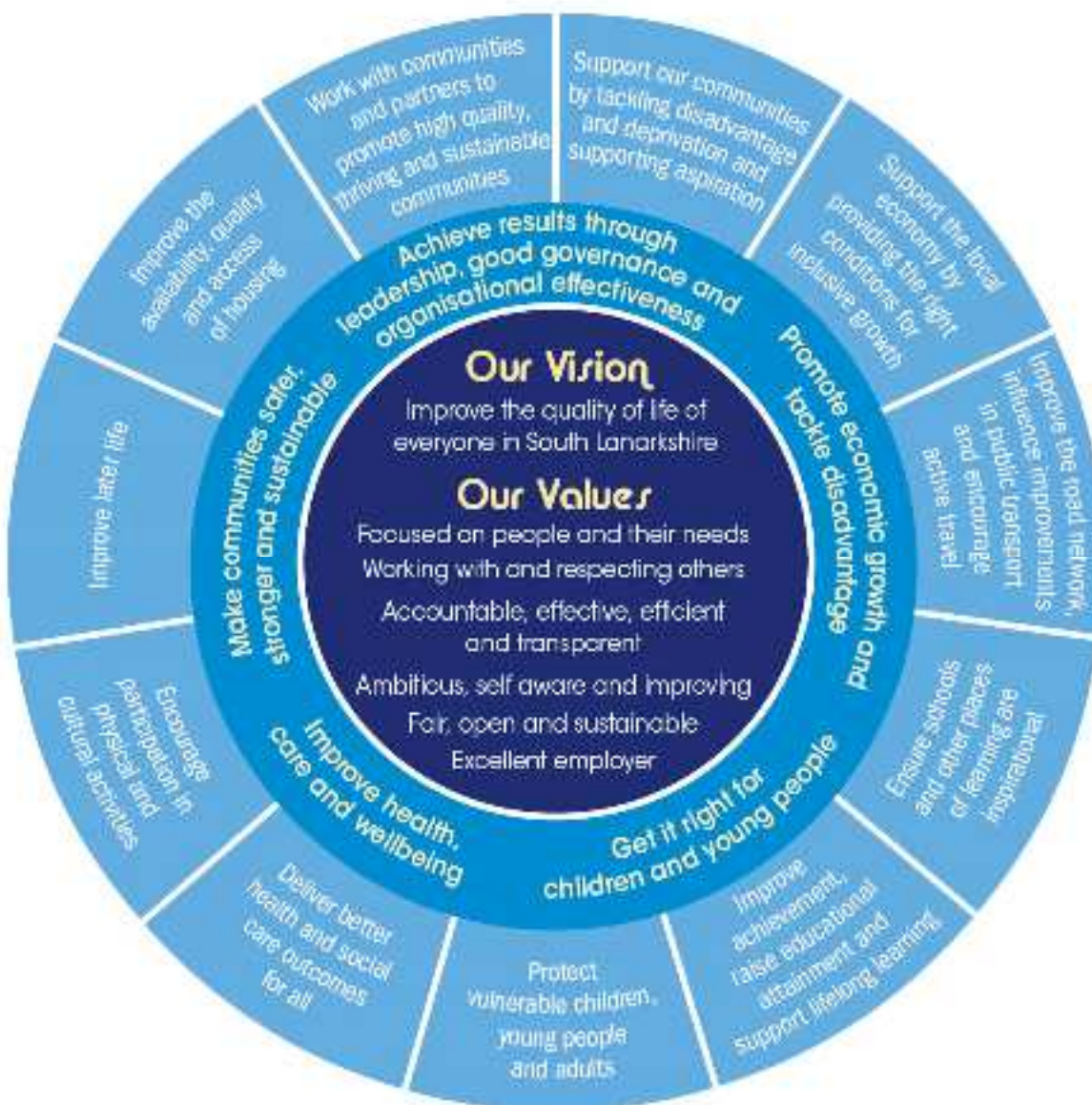
Section 3: The Council Plan - Connect

3.0. The Council Plan - Connect

The council's Vision to **"improve the quality of life of everyone in South Lanarkshire"** remains at the heart of the Council Plan and along with our Values, influences everything that we do.

Our five Ambitions circle our Vision and Values, linking our 11 Objectives in the outer ring to the wider work in our communities and with our other public partners.

The wheel diagram below is designed to show how our six core Values, five Ambitions and 11 Objectives interact with one another. For example, success in giving our children a better start in life links to early learning, their wellbeing, improvement in achievement and attainment and developing their skills for learning, life and work. This will lead to better prospects and improve life chances for young people and the economy as a whole.



3.1. Resource Objectives

Social Work Resources has established the following Resource objectives to support the delivery of Connect objectives in 2017-18.

3.1.1. Connect Objective: Improve later life

By working towards this objective the council aims to ensure that older people will live more independently and choose what matters most about their care and support.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Support the development and implementation of integration arrangements for adult health and social care services for older people
- Improve services to support older people to live in their homes and communities
- Improve services and support to enable adults and older people to maximise their independence
- Promote good health and wellbeing in later life

The main actions in this area will be to work in partnership to reshape the balance of care for older people enabling them to live in their homes and communities for as long as possible.

3.1.2. Connect Objective: Protect vulnerable children, young people and adults

By working towards this objective the council aims to continue to ensure that children, young people and adults will be protected from all forms of harm, abuse and neglect

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Protect vulnerable children, young people and adults living in our communities
- Protect vulnerable children and young people
- Protect vulnerable adults
- Getting it right for children in need
- Get it right for every looked after child
- Embed getting it right for every child
- Improve services to support adults to live in their homes and communities
- Strengthen partnership working, community leadership and engagement

The main actions in this area will be to work with our partners to further improve processes to ensure that the most vulnerable children, young people and adults are safe and protected and that their needs are met.

3.1.3. Connect Objective: Deliver better health and social care outcomes for all

By working towards this objective the council aims to ensure that South Lanarkshire residents will be able to access responsive and integrated services which meet their health and social care needs.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Deliver better health and social care outcomes for all
- Promote mental health across the lifespan
- Promote choice and control and flexibility in social care
- Support carers in their caring role

The main actions in this area will be to work with our partners to further improve processes to ensure that the most vulnerable children, young people and adults are safe and protected and that their needs are met.

3.1.4. Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

By working towards this objective the council aims to ensure that communities will be empowered and South Lanarkshire will be an environmentally responsible, clean, attractive and well designed place to live, work and play.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Embed sustainable development strategy across Social Work Resources
- Provide access to timely support and interventions for people/groups who are disadvantaged
- Implement the Community Justice Outcomes Improvement Plan
- Safely and effectively manage and support those who have committed offences to help them integrate into the community and realise their potential for the benefits of all
- Strengthen partnership working, community leadership and engagement

3.1.5. Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration

By working towards this objective the council aims to ensure that the quality of life and opportunities in the most deprived neighbourhoods and communities will improve.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Tackling poverty and deprivation

3.1.6. Delivering the Plan and Achieving Best Value

In working towards achieving the Connect Objectives, Social Work Resources contribute to the delivery of the Plan and achieving Best Value, governing how we carry out our business and deliver all our services.

To support the delivery of the Plan and achieving Best Value, Social Work Resources has developed the following Resource objectives:

- Deliver and communicate the Council Plan and ensure high standards of governance
- Promote equality and wellbeing of staff
- Develop improvement activity and promote scrutiny
- Improve the skills, flexibility and capacity of the workforce

Section Four – Performance and Results

4.0. Introduction

In this section we report our key performance results, based on Connect 2012-2017 for the financial year just ended, 2016-17.

4.1. Performance against Resource Plan Objectives

The Social Work Resources' Resource Plan for 2016-17 had 103 measures set against 11 of the council's objectives. Performance against these measures was as follows:

Council Plan Objective	Green	Amber	Red	Reported later	Total
Improve services for older people	6		1		7
Protect vulnerable children, young people and adults	16	1			17
Tackle disadvantage and deprivation	1				1
Develop a sustainable Council and communities	4				4
Get it right for every child	9				9
Improve community safety	9		3	1	13
Strengthen partnership working, community leadership and engagement	13	1			14
Provide vision and strategic direction	4				4
Promote performance management and improvement	6				6
Embed governance and accountability	8	1		12	21
Achieve efficient and effective use of resources	5			2	7
Total	81	3	4	15	103
Percentage	78	3	4	15	100%

Key to performance monitoring system:

Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
Report later	For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available

4.2. Key Achievements

The following table highlights achievements during session 2016-17:

Council Objective: Improve Services for Older People (priority)	
Resource Objective	Achievement
Improve services to support older people to live in their homes and communities	We delivered 1997 episodes of Supporting Your Independence (SYI) over 2016-17 In total a reduction of 26% in home care hours was achieved when comparing hours at the start of SYI and hours at the end of the intervention.
Promote mental health in later life	Dementia Awareness training is delivered by Alzheimer's Scotland. A total of 705 staff were trained on the Dementia Skilled level, and 105 on the Dementia Enhanced Level.
Build on current successful services by developing and commissioning flexible models of intermediate care	There are 22 Intermediate Care(IC) beds now in place from the existing and original 8 beds. There is also an IC Day Care Step Up model of 6 places being piloted in the McClymont Day Care Centre. This was evaluated in March 2017 with agreement to extend the model to other areas. The IC Thematic group is also considering future models in relation to rehabilitation and re-ablement.

Council Objective: Protect vulnerable children, young people and adults (priority)	
Resource Objective	Achievement
Protect vulnerable children and young people	There were 712 Child Protection investigations undertaken across the service during 2016-17. There are different categories of concern recorded: Physical abuse 36% Neglect 27% Emotional Abuse 20% Sexual Abuse with 7%.
	The Corporate Parenting Strategy and Action Plan 2016-2018 is updated at regular Corporate Parenting meetings, attended by a range of partners. A successful engagement event was held on the 6th December attended by over 100 corporate parents. Who Cares? Scotland co-delivered the event alongside our young care leavers.
	56 children have been secured in permanent placements. 33 have been adopted and 23 have been permanently fostered.
Protect vulnerable adults	In 2016/-Social Work Resources worked with a number of service users aged under 65 as a result of Adult Support and Protection (ASP) issues. There were 1,971 ASP Inquiries, with 111 investigations started in the period and 14 protection plans being progressed.
	In 2016-17 there were a total of 214 local authority welfare guardianship visits undertaken, with 91% being completed on time.
Improve services to support adults to live in their homes and communities	5 social workers are currently undertaking the mental health officer course. Over the year there were 35 MHOs employed in Social Work.

Council Objective: Develop a sustainable Council and communities	
Resource Objective	Achievement
Embed sustainable development strategy across Social Work Resources	In 2016-17 we have saved £163,958 by using recycled equipment items through the joint store (Equipu). In additional 106 recycled stairlifts were installed resulting in a saving of £88,295.

Council Objective: Get it right for every child	
Resource Objective	Achievement
Getting it right for children in need	The young carers steering group continues to support young people on a one to one basis and also support the Young Carers Forum. Universal Connections provide group work activity.
Getting it right for every looked after child	For the year 2016-17 100% of children on a supervision order were seen by a supervising officer within timescale (15 days).
	We have continued to exceed the target (75%) of getting reports to the Scottish Children's Reporters Administration within timescale for the year 2016-17, achieving a total of 88% submitted within time.

Council Objective: Improve Community Safety	
Resource Objective	Achievement
Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and reduce reoffending	The MAPPA Co-ordinator has been appointed for North and South Lanarkshire. New regulations are being monitored and training has been undertaken in preparation for the implementation of the new regulations for MAPPA .
	The Community Justice Outcomes Improvement Plan 2017-22 will be submitted to the Scottish Government on 1 April 2017 and sets out how the partnership aims to reduce and prevent further offending by addressing its underlying causes while managing and supporting those who have committed offences to help them reintegrate into the community.
Maintain the percentage of Criminal Justice Social Work Reports submitted to Court by the due date	In 2016-17 there were 1,653 Criminal Justice Social Work reports completed with 99% completed within timescale. We have continued to exceed the target of 97%. Staff continue to maintain a very high standard in this area of work which is essential to the effective functioning of the Courts.

Council Objective: Strengthen partnership working, community leadership and engagement	
Resource Objective	Achievement
Strengthen partnership working, community leadership and engagement	1,010 new Carers were supported by dedicated Welfare Rights Officers and the amount of benefits awarded was £5,321,256.
	An implementation plan to monitor the impact of the South Lanarkshire Health and Social Care Partnership Strategic Commissioning Plan is in place. 72 Key Performance Indicators are measured and reported on quarterly.
	Following a multi-agency inspection of older people an improvement action plan is in place and progress is being measured.

Council Objective: Strengthen partnership working, community leadership and engagement	
Resource Objective	Achievement
	The participation and involvement of service user/carers is a key focus for the Health and Care Partnership. Key examples over the year has been Customer Service Excellence awarded for Mental Health Services, supporting carers at seminars with Social Work students at the University of the West of Scotland, focus groups held with people affected by cancer as part of the Lanarkshire Individual Budgets project.

Council Objective: Achieve results through leadership, good governance and organisational effectiveness	
Resource Objective	Achievement
Embed governance and accountability	90% of Data Protection Act (DPA) requests to be processed within 40 calendar days. In 2016-17 performance was 92% set against a target of 90%

Additional achievements and performance information are listed in Annex 2 of this Plan.

4.3. Key measures not achieved

4 measures have been classified as 'red' (there has been major slippage against timescale or shortfall against target) against the 2016-17 Resource Plan. Details are as follows:

Council Objective: Improve Services for older people			
Resource Objective: Improve services to support older people to live in their homes and communities			
Action	Measure	Progress	Management action, responsibility, deadline
Continue to implement Supporting Your Independence approach across adult and older people services	Percentage of referrals for home care go through SYI	In 2016-17 80% of new referrals to home care were suitable for a Supporting Your Independence (SYI) intervention. This is slightly below the target of 90%.	There are a number of reasons why this figure may drop at any given time, for example the suitability of the referral for SYI, in that there can be instances where there can be a higher number of people who are at an end of life stage or require palliative care. In such instances, these cases would not be suitable for an SYI intervention.

Council Objective: Improve community safety			
Resource Objective: Reduce the risk of harm to individuals by working in partnership to manage offenders in the community and reduce reoffending			
Action	Measure	Progress	Management action, responsibility, deadline
Ensure high standards of compliance are maintained for Community Payback Orders	Percentage of people seen within one working day of a Community Payback Order (CPO)	The percentage for 2016-17 was 64%. A percentage of the failures to attend within the timescales is as a result of service user issues such as	The Unpaid Work Steering Group is focusing on improving performance in this service. Improving the links between Justice of the Peace and the Unpaid Work Service as well as progressing an improvement plan should contribute to increasing the percentage of people seen within one working day.

Council Objective: Improve community safety			
Resource Objective: Reduce the risk of harm to individuals by working in partnership to manage offenders in the community and reduce reoffending			
Action	Measure	Progress	Management action, responsibility, deadline
		employment, custody or ill-health.	
	Percentage of people starting their placement within 7 days of a Community Payback Order Unpaid Work	The percentage for 2016-17 is 66%.	Service user issues account for some non-attendance. The service has enhanced its capacity through having introduced SACRO (Scottish Association for the care and Resettlement of Offenders). The service is continuing to look at additional ways to enhance service capacity through, for example, increasing the level of activity and personalised placements.

Council Objective: Achieve results through leadership, good governance and organisational effectiveness			
Resource Objective: Embed governance and accountability			
Action	Measure	Progress	Management action, responsibility, deadline
Compliance with statutory response timescales for information in terms of EI(S)Rs, FOISA and for subject access requests under DPA.	90% of Freedom of Information (FOISA) requests to be processed within 20 working days. (All director measure)	In 2016-17 83% performance against a target of 90%	This is due to the complexity of a small number of requests. Measures have been put in place to reduce delays. Following implementation of new internal processes we achieved 96% in Q4.

4.4. Benchmarking

A full progress report on the Resource Plan 2016-17 is available from the performance management system IMPROVe – all Quarter 4 Progress Reports are available on the performance pages of the website where you will also find further performance and benchmarking information, including South Lanarkshire Council's [Annual Performance Report](#) and [Public Performance Reporting information](#).

Social Work Resources benchmarks its performance over 9 Local Government Benchmarking framework (LGBF) Indicators. The Improvement Services recently published the 2015-16 results (with the 2016-17 draft results due at the end of 2017).

Older Persons (over 65) Home care costs per hour (SW1)			
Year	2013-14	2014-15	2015 -16
SLC	£19.40	£19.66	£20.38
Scotland	£20.25	£20.01	£21.58
<p>The cost of providing home care to people aged 65+ increased by £0.72 in 2015-16 compared with the previous year, resulting in an increase in performance. This indicator relates to the home care provided both internally and externally and to staff hours rather than service user hours. South Lanarkshire Council provides this service at a lower cost per hour than the Scottish average of £21.58.</p>			

Percentage of people aged 65+ with intensive needs receiving care at home (SW3)			
Year	2013-14	2014-15	2015-16
SLC	36.1%	35.8%	36.0%
Scotland	34.3%	35.6%	35.0%
<p>Although the percentage of people aged 65+ with intensive needs receiving care at home has increased slightly, this is consistent with the position across Scotland. We however continue to exceed the Scottish average. This is due to a combination of factors, including a greater number of people with complex needs being supported in the community, service user reviews of community care packages and the participation of service users in the Supporting your Independence programme.</p>			

Percentage of adults satisfied with social care/social work services (SW4)			
Year	2013-14	2014-15	2015-16
SLC	43.0%	44.0%	76.7%
Scotland	55.0%	51.0%	84.0%
<p>76.7% of adults surveyed as part of the Scottish Household Survey were satisfied or very satisfied with social care or social work services. This is an increase of 32.7% from 2014-15 which is lower than the Scottish average. However, Social Work Resources undertake a range of service user satisfaction activities including the Home Care Service annual service user questionnaire where in 2014, 98% of service users rated the service as either very good or good.</p>			

The gross cost of "Children Looked After" in residential based services per child per week (CHN8a)			
Year	2013-14	2014-15	2015-16
SLC	£2623.63	£2535.16	£2546.00
Scotland	£3098.00	£3133.15	£3185.00
<p>This indicator has improved, as the cost has reduced by some £10.84. This is due in the main to the change in the number of secure placements between 2014-15 and 2015-16, with less bed weeks being purchased overall.</p> <p>The overall number of residential placements remains consistent at 70 and South Lanarkshire result is £639.00 less than the national average.</p>			

The gross cost of “Children Looked After” in a community setting per child per week (CHN8b)			
Year	2013-14	2014-15	2015-16
SLC	£180	£200.68	£202
Scotland	£264	£278.40	£280
This indicator has increased slightly in that the gross cost has increased by approx £1.32 in the last year. However, the cost is well below the national average by £78.00. The numbers of children and young people being supported in the community has also increased in the two comparative years from 478 to 493.			

4.5. Customer Views

4.5.1 South Lanarkshire Residents’ Household Survey 2014

The council conducted its latest Household Survey in Spring 2014. Feedback from residents was generally positive. 84% of those who responded were satisfied with the overall service provided by the council. Residents were asked to assess the ‘general service’ provided by the council, key ‘council services’ and recommend areas for improvement. As a result of the feedback Social Work Resources will take forward all reasonable actions where appropriate to improve resident satisfaction with the services that we deliver. The actions being progressed can be found in the action plan at section 6. Our next Resident’s Survey will be in 2017.

4.5.2 Social Work also gathers the views of its service users and carers through a variety of events, feedback exercises and processes. For example:

- **Carers**

The annual carers event which is organised by South Lanarkshire Carers Network was held at the Alona Hotel in March 2017. The topic for the event was the Carers (Scotland) Act 2016 and the Impact on the Caring Role.

There was a series of short presentations on the Carers Act from the Scottish Government Policy Branch and from the Chair of Carers Scotland as well as a discussion on access to respite and day care services. Carers were then given the opportunity to ask questions to a panel consisting of the Head of Health of South Lanarkshire Health and Social Care Partnership, Carers Scotland, South Lanarkshire Council and the Carers Network. This was a very successful event which was attended by approximately 108 carers, including carers who were not known to the Network. The feedback from the event was very positive.

- **Advocacy**

Independent advocacy supports people to have their voice heard and their rights and interests protected. Some people have a legal right to advocacy and in South Lanarkshire advocacy is provided to a range of people including adults with learning disabilities, people with mental health issues, older people, children and young people.

The Lanarkshire Advocacy Plan (2016-2020) shaped from stakeholder engagement events involving people who use advocacy services, and the service providers: The Advocacy Project (TAP), Speak Out Advocacy, People First Scotland, Who Cares?(Scotland) who all assisted with the development of the plan which is now in place.

The administration and support to the Lanarkshire Advocacy Plan and Planning Group has changed, and new arrangements are currently being put in place.

Advocacy provision within Lanarkshire continues to be overseen by the work of the Lanarkshire Advocacy Planning Group (LAPG) and with individual liaison meetings with providers.

- **Annual Learning Disability Conference 2016**

The annual Learning Disability Conference was held in May 2016, in which 195 people were able to participate. This year we continued with the format of hosting 4 locality events across South Lanarkshire to facilitate wider participation with a locality focus. The theme this year was "The Keys to Life - Get Involved". Interactive workshop sessions encouraged participation and involvement. One of the workshops based on communication, supported those with limited communication to become more involved. Raising awareness workshops covered: Healthy Lifestyles and Friendships; Active Citizenship; Hate Crime; Day Opportunities and Self-directed Support. Feedback from participants was that this approach works well and also highlights the success of reaching a wider number of people. This conference event has been unique in that it is led by people who have a disability for people with a disability. It is a forum where their voices can be heard talking about issues that are important to them; a platform for communicating, disseminating and discussing new information; and a forum where people with disabilities are listened to.

- **Home Care Survey**

In 2016-17 the annual home care service user survey was undertaken with all returns treated as anonymous. This was issued in paper format to all service users and was also available electronically and in other formats. Advocacy support also offered help to individuals who may have needed assistance to complete the survey. The survey was completed by 674 home care service users and focused on the following areas: the communication and support planning, the home care staff and the overall home care service.

- 98% believe the quality of the home care service is good or very good;
- 100% of service users said that their home carers were always polite and courteous;
- 93% fully understood how their support plan helped them and how they benefitted from having this in place;
- 85% were confident about how to contact the service, with only 69% during office hours and 70% outwith office hours; and
- 95% were aware of their care diary, with 91% knowing what the care diary was for.

- **Day Care Survey**

In 2016-17 the annual day care for older people service user survey was undertaken with all returns treated as anonymous. This was issued in paper format to all service users and was also available electronically and in other formats. The survey was completed by 252 day care service users and focused on the following areas: the communication and support planning, the day care staff and the overall day care service.

- 99% of 226 Service Users rated their Support Plans as excellent, very good, good or adequate.
- 94% of Service Users said they were confident staff were aware of their Health & Wellbeing needs.
- 96% of Service Users said their personal care needs were met in a respectful & dignified manner.
- 91% of Service Users said the transport was Excellent, Very Good or Good.
- 100% of Service Users said the Care Workers were Excellent, Very Good or Good.

The feedback this year has highlighted that Day Care Services continue to maintain high levels of customer satisfaction in all areas. Our aim is always to improve our practice and we rely on feedback from people who use our Service to ensure we focus our attention properly. We invest heavily in our workforce to ensure that they are well motivated, trained and competent to deliver the services required.

- **Mental Health Survey**

The Mental Health Service seeks the views of Users/Carers/Welfare Guardians and Referrers. The surveys are issued in hard copy, by post with a reply envelope but with the option to complete online. Practical assistance was offered to anyone who might require support. 88 returns were received this year.

The following key questions were asked across the surveys:

- Are you treated in a respectful and courteous manner?
Users/ Carer - Always 92%
Referrers - Always 91%
Guardians - Always 95%
- Would you know how to contact your Social Worker/ Mental Health Officer / Team Leader? Of those respondents who said Yes
Users/ Carers- 88%
Referrers - 95%
Guardians – 78%
- How clearly was the purpose of the contact explained to you?
Users/ Carers – Very Clearly 64% / Clearly 20%
Guardians – Very Clearly 81% / Clearly 17%
- To what extent do you feel that your needs have been considered?
Users/ Carers -Fully 67%/ Mostly 21%
- To what extent do you feel that your wishes were listened to and taken into account?
Users/ Carers – Fully 72% / Mostly 16%
- Overall how would you rate the quality of the service provided to you?
Users/ Carers – Excellent 64% / Good 28%
Referrers – Excellent 68% / Good 32%
Guardians – Excellent 51% / Good 46%

- **Viewpoint**

The council works with the Viewpoint organisation. This is one of a range ways to engage with looked after children, to better understand their thoughts and experiences. Children are able to engage with Viewpoint online, with or without support and contribute their views both to individual plans and collectively to service developments. The questionnaire responses are also available to inform discussion and planning with Social Workers. During the period 2015-16, 65 questionnaires were completed by looked after and accommodated children and 139 questionnaires by those subject to Child Protection planning. The information gained informs both the development of individual plans for care and the development of the Children's Service Plan.

- **Corporate Parenting Event 2016-2018**

South Lanarkshire launched its Corporate Parenting Strategy and Action Plan in May 2016 and this was followed up by an event in December 2016 "What More Can We Do?" This involved all Corporate Parents who have agreed, through this partnership, to take all actions necessary to promote and support the health and wellbeing of a child from infancy to adulthood. In South Lanarkshire we have agreed six Core Commitments for the next two years to give clear strategic direction to all partners.

4.6 **Areas for Improvement**

Social Work Resources is committed to continuous improvement. As part of this process, we monitor our performance; participate in benchmarking activities; acknowledge the results of consultations; and feedback from complaints. We use this information to develop and improve the services we provide.

During 2017-18, we will take forward the following key areas for improvement and these are included in our action plan for 2017-18.

- Improvement Plan actions arising from multi-agency Inspections
- Any requirements or recommendations resulting from Care Inspectorate inspections
- Take forward areas of improvement arising from results of benchmarking activity
- Carry forward improvements not achieved in 2016-17 (red measures)

Section Five – Resourcing the Plan

5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing.

5.1. Revenue and Capital Resources 2017-18

The council's medium-term Financial Strategy, approved by elected members in June 2015, provides details on the funding assumptions for the years 2017-18 and 2018-19. The medium-term Strategy details the council's proposals for managing its finances and also the principles and assumptions used in preparing the Revenue budgets.

Following on from this, an updated strategy for 2017-18 was approved by elected members on 6 July 2016, which updated the assumptions specifically for that year. The final budget position for the year 2017-18 was reported to members on 16 February 2017.

The council also has a longer term strategy covering 2019-20 to 2025-26 which identifies issues likely to impact on the budget as we move into this period.

A new three year Capital Programme covering the three years from 2017-18 to 2019-20 was approved by the council's Executive Committee on 16 February 2017. This confirms the capital spending plans and funding for the three year period.

5.2. Revenue Budget 2017-18

The Resource has a Net Revenue Budget of £139.844 million for 2017-18. The table below allocates this budget across the operational services within the Resource:

2017-18 NET Budget by Service		2017-2018	
Detail		£ million	%
Adult and Older People		104.931	75.0%
Children and Families		26.081	18.7%
Justice and Substance Misuse		1.023	0.7%
Performance and Support		7.809	5.6%
Total		139.844	100%

5.4. Resource Employees

Social Work Resources invest in the delivery of social care services across South Lanarkshire. We have a workforce of 3,020 employees and support these employees to deliver their duties through a range of policies including supervision, personal appraisal and a robust training framework.

Social Work Resources is committed to supporting employees to undertake their duties and we provide a range of preventative and early intervention strategies to maximise attendance.

We recognize the importance of work life balance in today's society and offer a number of family friendly and flexible working initiatives.

The number of employees by service as at the end of March 2017 is as follows:

Service	Number of employees
Adult and Older Peoples Services	2,182
Children and Families	409
Justice and Substance Misuse	155
Performance and Support	274
Total	3,020

Section Six – Action Plan

6.0 Introduction

This Action Plan identifies the Resource objectives and associated actions for 2017-18. The Lead Officer responsible for each action and the related measures are identified. Connect objectives are listed in the order in which they appear in the Council Plan progress reports. The reference numbers link directly to the connect measures of success which are reported against the Council Plan at Quarter 2 and Quarter 4 each year, and the links show where the actions and measure tie into other strategies, plans and frameworks.

Key to Links:	
Connect – The Council Plan Connect 2017-22	SOA – Single Outcome Agreement
LGBF– Local Government Benchmarking Framework	ADM – All Directors Measure
SDS – Sustainable Development Strategy	EQA – Equality Act 2010
CSS – Community Safety Strategy	CMP – Carbon Management Plan
SOLACE – Society of Local Authority Chief Executives	

Connect Objective: Improve Later Life			
Resource Objective: Support the development and implementation of integration arrangements for adult health and social care services for Older People			
Action	Measure and timescales	Connect Reference / Links	Responsibility
1. In Partnership with NHS Lanarkshire, support the development and implementation of Integration arrangements for adult health and social care services	Six monthly Partnership Performance reports are prepared and submitted to the Performance and Audit Sub Committee / Integrated Joint Board	Connect 1.4	Head of Commissioning and Performance
	Report on the SMT Workstream Plan to the Senior Management Team on a monthly basis		Head of Commissioning and Performance
	Support the development and implementation of the locality planning model	Connect 3.4	Head of Commissioning and Performance
	Develop and implement locality profiles for each of the four localities to assist with the locality planning process		Head of Commissioning and Performance

Connect Objective: Improve Later Life			
Resource Objective: Improve services to support older people to live in their homes and communities			
Action	Measure and timescales	Connect Reference / Links	Responsibility
2.Following the multi-agency inspection of older people , continue to improve outcomes for people to live in their own homes and communities for as long as possible	Take forward improvement actions arising from the multi-agency inspection of older people	Connect 1.2	Head of Health and Social Care
3.Work in partnership to reshape the balance of care for older people enabling them to live in their homes and community for as long as possible	Build on current successful services by developing and commissioning flexible models of intermediate care		Head of Health and Social Care
	Strengthen the links between the Integrated Community Support Teams (ICSTs) and Hospital at Home		Head of Health and Social Care

Connect Objective: Improve Later Life			
Resource Objective: Improve services and support to enable adults and older people to maximise their independence			
Action	Measure and timescales	Connect Reference / Links	Responsibility
4.Continue to implement Supporting Your Independence approach across adult and older people services	Monitor and report on the percentage of home care referrals that go through the SYI Programme		Head of Health and Social Care

Connect Objective: Improve Later Life			
Resource Objective: Promote good health and wellbeing in later life			
Action	Measure and timescales	Connect Reference / Links	Responsibility
5.Maximise the use of our older people's day centres	Continue to monitor the percentage of occupancy rates in our Older People's Day Centres by Locality		Head of Health and Social Care
	Develop the Intermediate Care Model within Older People's Day Care Services	Connect 3.2	Head of Health and Social Care

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Protect vulnerable children, young people and adults living in our communities			
Action	Measure and timescales	Connect Reference / Links	Responsibility
6. Monitor vulnerable children, young people and adults referrals / activity	Monitor trends on referral activity to ESWS on a quarterly basis for Home Care		Head of Children and Justice
	Monitor trends on referral activity to ESWS on a quarterly basis for Adult and Older People Services		Head of Children and Justice
	Monitor trends on referral activity to ESWS on a quarterly basis for Children's Services		Head of Children and Justice
	Monitor trends on referral activity to ESWS on a quarterly basis for Mental Health Officers		Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Protect vulnerable children and young people			
Action	Measure and timescales	Connect Reference / Links	Responsibility
7. Improve the effectiveness of response to child protection	Monitor the number of investigations undertaken (level of child protection activity)	Connect 2.6	Head of Children and Justice
8. Maximise the support offered to children on the Child Protection Register	Report to the Child Protection Committee Quality Assurance Sub-Group on tests of change regarding core group self-evaluation		Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Protect vulnerable adults			
Action	Measure and timescales	Connect Reference / Links	Responsibility
9. Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	Connect 2.1	Head of Health and Social Care
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	Connect 2.1	Head of Health and Social Care
10. Monitor Adults with Incapacity (AWI) activity	Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	Connect 2.1	Head of Health and Social Care

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Protect vulnerable adults			
Action	Measure and timescales	Connect Reference / Links	Responsibility
	Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	Connect 2.1	Head of Health and Social Care

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Getting it right for children in need			
Action	Measure and timescales	Connect Reference / Links	Responsibility
11.Continue to implement the GIRFEC approach to ensure we get it right for young offenders	Percentage of young people seen within one week of receiving a Community Payback Order (CPO)		Head of Children and Justice
12.Implement the Corporate Parenting Strategy and Action Plan	Monitor the progress made on each of the six core commitments	Connect 2.2	Head of Children and Justice
13.Implement self-directed support for children in need	Report 6 monthly to the Children and Justice Service management team on progress of Self-directed Support (SDS) within Child and Family Services		Head of Children and Justice
14.Work in partnership to resource carers appropriately in their caring role	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to Young Carers	Connect 2.3	Head of Children and Justice
15.Review the whole system approach to youth justice across the service	The Whole Systems Approach (WSA) Task and Finish Group (will be established) and will develop a youth justice risk assessment tool for every child charged with an offence		Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Get it right for every looked after child			
Action	Measure and timescales	Connect Reference / Links	Responsibility
16.Ensure timescale compliance with looked after children notifications to Health	Monitor and establish a baseline on the percentage of notifications to Health completed within 28 days		Head of Children and Justice
17.Improve support for Looked After	Percentage of children seen by a supervising officer within 15 days		Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Get it right for every looked after child			
Action	Measure and timescales	Connect Reference / Links	Responsibility
Children (LAC)			
18. Provide timely and robust assessments to the Reporters Department	Continue to work to achieve percentage of reports submitted to the Children's Reporter within 20 days		Head of Children and Justice
19. In light of the Children and Young People (Scotland) Act 2014 to review the current approach to aftercare and continuing care as per part 10 and 11 of the Act	Report 6 monthly to the Children and Justice services management team meeting on the status of the review		Head of Children and Justice
20. To develop a Single Integrated Tailored Assessment (SITA) that encompasses risk/need and wellbeing across fieldwork services	Report to children and justice management team 6 monthly regarding the Single Integrated Tailored Assessment	Connect 3.3	Head of Children and Justice
21. Provide tailored training to team leaders and social workers on the National Risk Assessment Framework	Feedback evaluation from training September 2017		Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Embed getting it right for every child			
Action	Measure and timescales	Connect Reference / Links	Responsibility
22. Continue to implement the GIRFEC approach	Report on the progress of the implementation of GIRFEC in relation to the Children and Young People (Scotland) Act 2014 to the Child and Family management team and the Executive Board		Head of Children and Justice
23. Develop and implement a	Provide quarterly reports on the progress of the Transition Planning		Head of Children and Justice/ Head of

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Embed getting it right for every child			
Action	Measure and timescales	Connect Reference / Links	Responsibility
Transitions Planning Protocol for young people supported by Education Resources and/or Child and Family Social Work through to Adult Social Work Services	Protocol		Health and Social Care

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Improve services to support adults to live in their homes and communities			
Action	Measure and timescales	Connect Reference / Links	Responsibility
24. Review the service and changing support needs of individuals within the Care and Support service	Monitor and report on the changes to service delivery	Connect 3.7	Head of Health and Social Care

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Strengthen partnership working, community leadership and engagement			
Action	Measure and timescales	Connect Reference / Links	Responsibility
25. Provide governance and leadership to ensure professional standards and key performance indicators are met, in accordance with local and national policies and procedures	Evidence developments in service delivery through Social Work Resources' contribution to compiling The State Hospital's annual report	Connect 2.1	Head of Health and Social Care
26. Evidence the use of the Realigning	Report 6 monthly to the Children and Justice services management team on developments	Connect 2.4	Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults**Resource Objective:** Strengthen partnership working, community leadership and engagement

Action	Measure and timescales	Connect Reference / Links	Responsibility
Children's Services data to improve services			
27.To work in collaboration with the Continuous Improvement Group and Child Protection Committee Quality Assurance Group to self-evaluate practice/performance and strengthen services	To support multi-agency self-evaluation activity and implement improvement actions		Head of Children and Justice

Connect Objective: Deliver better health and social care outcomes for all**Resource Objective:** Deliver better health and social care outcomes for all

Action	Measure and timescales	Connect Reference / Links	Responsibility
28.Implement the actions detailed within the Health and Social Care Delivery Plan	Develop trajectories for the 6 areas identified in the Health and Social Care Delivery Plan: <ul style="list-style-type: none">• Emergency Admissions• Unscheduled Care Bed Bays• Accident and Emergency Attendances• Delayed Discharge Bed Days• End of Life Care• Balance of Care		Head of Commissioning and Performance
29.Support the implementation of the 6 additional IJB Directions for 2017/18	Provide progress reports to the IJB in relation to the 6 Directions as follows: <ul style="list-style-type: none">• Home Care• Care Pathways• Locality Planning• Demand within Emergency Care Planning• Primary Care Transformation• Local Outcome Improvement Plans	Connect 3.1	Head of Commissioning and Performance

Connect Objective: Deliver better health and social care outcomes for all			
Resource Objective: Deliver better health and social care outcomes for all			
Action	Measure and timescales	Connect Reference / Links	Responsibility
30.Improve care after treatment for people recovering from cancer within South Lanarkshire	Take forward the actions of the "Living with and Beyond Cancer" workstream and the two year (2015-2017) Transforming Care After Treatment (TCAT) Project		Head of Commissioning and Performance

Connect Objective: Deliver better health and social care outcomes for all			
Resource Objective: Promote mental health across the lifespan			
Action	Measure and timescales	Connect Reference / Links	Responsibility
31.Implement Government Strategies e.g. Dementia Strategy, Autism Strategy, Mental Health Strategy, Learning Disability Strategy and Sensory Impairment	Provide reports on actions contained in service plans on the implementation of Government Strategies to Senior Management Team at quarter 2 and quarter 4		Head of Health and Social Care
	Continue to monitor and report on the numbers of staff trained in supporting people with dementia		Head of Health and Social Care
32.Implement the Mental Health Strategy	Continue to monitor the number of Mental Health Officers working within South Lanarkshire as part of the wider Workforce Strategy		Head of Health and Social Care
33.Report on the progress taking forward the Mental Health Act 2015	Provide quarterly updates in relation to the implementation of the new legislative duties	Connect 2.7	Head of Health and Social Care

Connect Objective: Deliver better health and social care outcomes for all			
Resource Objective: Promote, choice, control and flexibility in social care			
Action	Measure and timescales	Connect Reference / Links	Responsibility
34.Implement the requirements of the Self-directed Support Act	Carers Module is developed and tested in line with the duties stipulated in the Carers (Scotland) Act 2016 working to the Scottish Government's implementation date of April 2018.		Head of Health and Social Care
	Support Planning Module is further refined and tested before full implementation in 2018		Head of Health and Social Care

Connect Objective: Deliver better health and social care outcomes for all			
Resource Objective: Promote, choice, control and flexibility in social care			
Action	Measure and timescales	Connect Reference / Links	Responsibility
	Develop a reporting system to capture a range of Self-directed Support activity		Head of Commissioning and Performance
	Report on the number of people who are self directing their support	Connect 3.5	Head of Commissioning and Performance

Connect Objective: Deliver better health and social care outcomes for all			
Resource Objective: Support carers in their caring role			
Action	Measure and timescales	Connect Reference / Links	Responsibility
35.Work in partnership to support carers to continue in their caring role	Quarterly progress on the impact of the implementation of the Carers Strategy for South Lanarkshire 2012-17	Connect 6.6	Head of Health and Social Care
	Report on the number of carers supported by dedicated Welfare Rights officers and amount of benefits awarded	Connect 8.3	Performance and Support
36.Work in partnership to take forward the Carers (Scotland) Act within South Lanarkshire	Develop an action plan through The Carers' Strategy Group to take forward the duties contained within the Act	Connect 1.3	Head of Health and Social Care
	Establish a Programme Board for the Implementation of the Carers (Scotland) Act		Head of Health and Social Care

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Embed sustainable development strategy across Social Work Resources			
Action	Measure and timescales	Connect Reference / Links	Responsibility
37.Reduce waste and increase recycling to contribute to the council's sustainability work	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	SDS/ Connect 6.1	Head of Health and Social Care
38.Contribute to the council's sustainability work	Develop and report on local initiatives involving service users which contribute to the council's sustainability agenda	SDS/ Connect 6.1	Head of Performance and Support

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objective: Embed sustainable development strategy across Social Work Resources

Action	Measure and timescales	Connect Reference / Links	Responsibility
39.Deliver a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Implement fuel efficiency measures to achieve a 4% reduction in vehicle emissions by March 2018 (relative to baseline year of 2014-15)	ADM	Performance and Support
40.Implement the Climate Change Duties Compliance Improvement Plan	Implement actions within the Climate Change Duties Compliance Improvement Action Plan within the agreed timescales	ADM	Performance and Support

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objective: Provide access to timely support and interventions for people/groups who are disadvantaged

Action	Measure and timescales	Connect Reference / Links	Responsibility
41.Support people affected by substance misuse	Percentage of drug/alcohol/clients start treatment/psychological intervention within 3 weeks of referral		Head of Children and Justice
42.Continue to raise awareness of the impact of domestic abuse	Continue to analyse and monitor trends in referral activity through Domestic Abuse		Head of Children and Justice
43.Continue to work with partner agencies to address the behaviour of female offenders, resulting in better outcomes and reduced reoffending	Develop locality based services to meet the particular needs of female offenders and monitor the uptake of these services within the localities		Head of Children and Justice
44.Health and social care services contribute to reducing health inequalities	Develop an anticipatory care programme to provide health checks for vulnerable people	Connect 11.4	Head of Commissioning and Performance

Connect Objective: : Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objective: Implement the Community Justice Outcome Improvement Plan

Action	Measure and timescales	Connect Reference / Links	Responsibility
45.Embed the new model for Community Justice in Scotland in South Lanarkshire Justice Services	Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board	Connect 6.11	Head of Children and Justice
46.Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individuals drug misuse and associated offending	Percentage of clients are first seen within 2 working days of a DTTO commencing		Head of Children and Justice

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objective: Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all

Action	Measure and timescales	Connect Reference / Links	Responsibility
47.Ensure high standards of compliance are maintained for Community Payback Orders	Ensure that the Community Payback Annual Report is completed within the timescale		Head of Children and Justice
	Increase the programme of activities and personal placements available within the Community Payback Order and feedback to Community Justice Partnership meetings		Head of Children and Justice
	Percentage of offenders are seen within one working day of CPO	Connect 6.11	Head of Children and Justice
	Percentage of offenders on CPO supervision requirement are seen within 5 working days by their case manager		Head of Children and Justice
	Percentage of offenders on CPO unpaid work requirement are seen within 5 working days by their case manager		Head of Children and Justice
	Percentage of people starting their placement within 7 days of a CPO unpaid work		Head of Children and Justice

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objective: Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all

Action	Measure and timescales	Connect Reference / Links	Responsibility
48.Improve management of offenders including high risk offenders	Monitor the activity of MAPPA and report to Justice Management Team on a quarterly basis		Head of Children and Justice
	Monitor the impact of the new regulations for MAPPA (violent offenders)		Head of Children and Justice
	Number of eligible offenders managed through MAPPA who were convicted of a serious sexual or violent offence: Categories 1, 2 and 3	Connect 6.11	Head of Children and Justice
	Maintain the percentage of Criminal Justice Social Work reports submitted to Court by the due date		Head of Children and Justice
49.Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Implement the Improvement Plan following the Review of the Unpaid Work Service	Connect 6.11	Head of Children and Justice

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objective: Strengthen partnership working, community leadership and engagement

Action	Measure and timescales	Connect Reference / Links	Responsibility
50.Work with partners to implement the Locality Outcomes Improvement Plan (LOIP)	Annual Report is prepared in line with the LOIP timescales		Performance and Support

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objective: Strengthen engagement with service users and carers

Action	Measure and timescales	Connect Reference / Links	Responsibility
51.Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Services reflect evidence that participation and involvement activity is built into work across all client groups		Performance and Support
	Participation and involvement activity is linked with existing Health and Care Structure such as the South Lanarkshire Health & Social Care Forum and Third sector Forums	Connect 6.4	Performance and Support

Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration

Resource Objective: Tackling poverty and deprivation

Action	Measure and timescales	Connect Reference / Links	Responsibility
52.Contribute to the tackling poverty agenda	Provide annual update reports to the Tackling Poverty Programme Board	Connect 8.4	Performance and Support

Delivering the Plan and Achieving Best Value

Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance

Action	Measure and timescales	Connect Reference / Links	Responsibility
53.Ensure that high standards of governance are being exercised	% risk control actions completed by due date	ADM	Performance and Support
	90% of audit actions completed by due date	ADM	Performance and Support
	Complete Resource Governance self-assessment by due date and develop actions to address non-compliant areas	ADM	Performance and Support
	Risk register is regularly reviewed, agreed and updated through the performance and continuous improvement groups		Performance and Support
54.Promote high standards of information governance	Information governance self-assessment audit checklist to be completed annually and all relevant actions to be implemented	ADM	Performance and Support
55.Compliance with statutory response timescales for information in terms of the EI(S)Rs and	90% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	ADM	Performance and Support
	90% Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless	ADM	Performance and Support

Delivering the Plan and Achieving Best Value**Resource Objective:** Deliver and communicate the Council Plan and ensure high standards of governance

Action	Measure and timescales	Connect Reference / Links	Responsibility
FOISA and for subject access requests under the DPA Note: results should be considered in the context of the number of requests	extended to 40 working days in exceptional circumstances		
	90% of Data Protection Act (DPA) requests to be processed within 40 calendar days	ADM	Performance and Support
56.Ensure monitoring, compliance and control of externally purchased services	Deficiency in care issues reported to management team and action plans in place to resolve		Performance and Support

Delivering the Plan and Achieving Best Value**Resource Objective:** Promote equality and wellbeing of staff

Action	Measure and timescales	Connect Reference / Links	Responsibility
57.Undertake Equality Impact Assessments for all relevant policies, strategies and procedures	Mainstreaming equalities is regularly reviewed, agreed and updated through the performance and continuous improvement groups		Performance and Support
58.Develop and implement council wide equality performance measures and publish results in accordance with Public sector Equalities Duties (PSED)	Number of policies recommended, not recommended or piloted as a result of Equality Impact assessments undertaken for all relevant policies, strategies and procedures	ADM	Performance and Support
	Provide annual report to the Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes	ADM	Performance and Support

Delivering the Plan and Achieving Best Value			
Resource Objective: Develop improvement activity and promote scrutiny			
Action	Measure and timescales	Connect Reference / Links	Responsibility
59.Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Engage in self-evaluation activity and take forward any improvement actions	ADM	Performance and Support
	Use the results of benchmarking activity (Including the Local Government Benchmarking Framework) to inform and improve service delivery	ADM	Performance and Support
	Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability (Esay); Homecare and Respite		Performance and Support
60.Maximise the use of performance information to enhance a more efficient service delivery model to evidence achieving the best possible outcomes for service users and carers	Quarterly updates to the IT Programme Board on the progress of IMPROVe		Performance and Support
	As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting year have been completed within the timescale	Connect 2.5	Performance and Support
61.Deliver the objectives of the Council Plan Connect	Deliver annual Resource Plan and review suite of measures for coverage and relevance	ADM	Performance and Support
62.Report on the LGBF/Scottish Government Benchmarking Indicators	Older Persons (over 65) Home care costs per hour (SW1)	LGBF	Performance and Support
	Self-directed Support (SDS) spend on adults 18+ as a percentage of total social work spend on adults 18+ (SW2)	LGBF	Performance and Support
	Percentage of people aged 65+ with intensive needs receiving care at home (SW3)	LGBF	Performance and Support
	Percentage of adults receiving any care or support who rate it as excellent or good (SW 4a)	LGBF	Performance and Support
	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW 4b)	LGBF	Performance and Support

	Older persons (over 65) residential care costs per week per resident (SW5)	LGBF	Performance and Support
	The gross cost of "Children Looked After" in residential based services per child per week (CHN8a)	LGBF	Performance and Support
	The gross cost of "Children Looked After" in a community setting per child per week (CHN8b)	LGBF	Performance and Support
	Balance of care for "Looked After Children" percentage of children being looked after in the community (SW9)	LGBF	Performance and Support
	Home Care – as a proportion of home care clients aged 65+, the number receiving personal care	SG	Head of Health and Social Care
	Home Care – as a proportion of home care clients aged 65+, the number receiving a service during evening/weekends	SG	Head of Health and Social Care
	Home Care – as a proportion of home care clients aged 65+, the number receiving a service at weekends	SG	Head of Health and Social Care
	Home Care – number of home care hours per 1,000 population aged 65+	SG	Head of Health and Social Care

Delivering the Plan and Achieving Best Value

Resource Objective: Improve skills, flexibility and capacity of the workforce

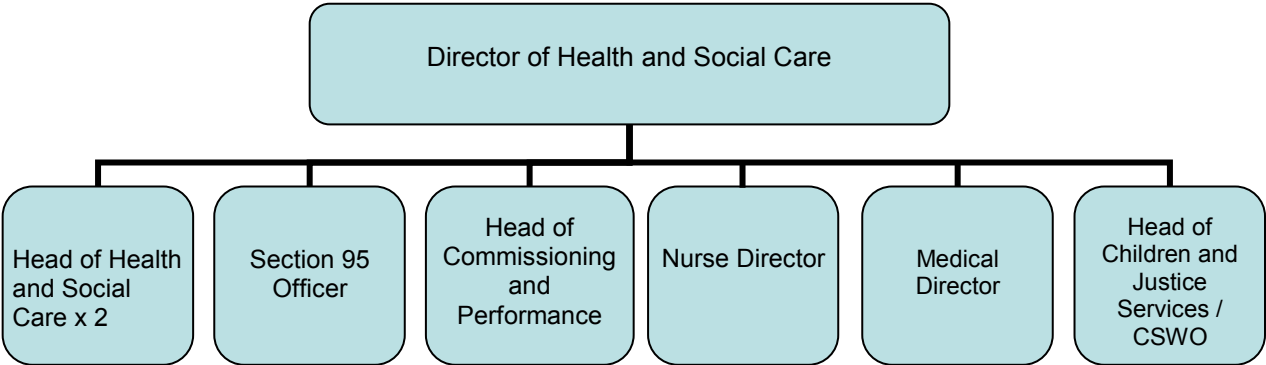
Action	Measure and timescales	Connect Reference / Links	Responsibility
63. Ensure our commitment to employee through the development and implementation of personnel policies and employee learning and development opportunities	Labour turnover rate	ADM	Performance and Support
	% coverage of Performance Development Reviews (PDRs) of employees in scope	ADM	Performance and Support
64. Implement the council workforce strategy toolkit and continue the cyclical reporting framework	Complete the review of workforce plan and develop actions to respond to workforce changes and meet future needs	ADM	Performance and Support
65. Manage land and property assets efficiently	% of buildings from which the council delivers services to the public in which all public areas are		Performance and Support

Delivering the Plan and Achieving Best Value**Resource Objective:** Improve skills, flexibility and capacity of the workforce

Action	Measure and timescales	Connect Reference / Links	Responsibility
	suitable for, and accessible to, disabled people		

Annex 1

Social Work Resources / Health and Social Care Organisational Structure



Annex 2

Additional Performance Information

The Public Bodies (Joint Working) (Scotland) Act 2014 requires local health and social care services to integrate; the partners are well into their integration journey. The Integration Scheme which was a legally binding document to establish an Integration Joint Board (IJB) was passed in September 2015. The IJB is now a formal entity within the public sector and the key areas of work which will be led by the IJB relate to:

- the approval and implementation of the strategic commissioning plan, in order that the functions / services can be delegated
- the establishment of locality planning
- the finalisation of governance and accountability arrangements, and
- the production of an annual performance report, which the IJB requires to sign off

The Joint Inspection of Children's Services (JICS), our first, concluded with the published report in February 2015, our action plan has been developed and we continue to build on improvement in key areas of service delivery.

The Joint Inspection of Older People's Service took place between July 2015 to October 2015, the formal report has not been published yet however partners will take forward any improvement areas identified.

Customer Service Excellence

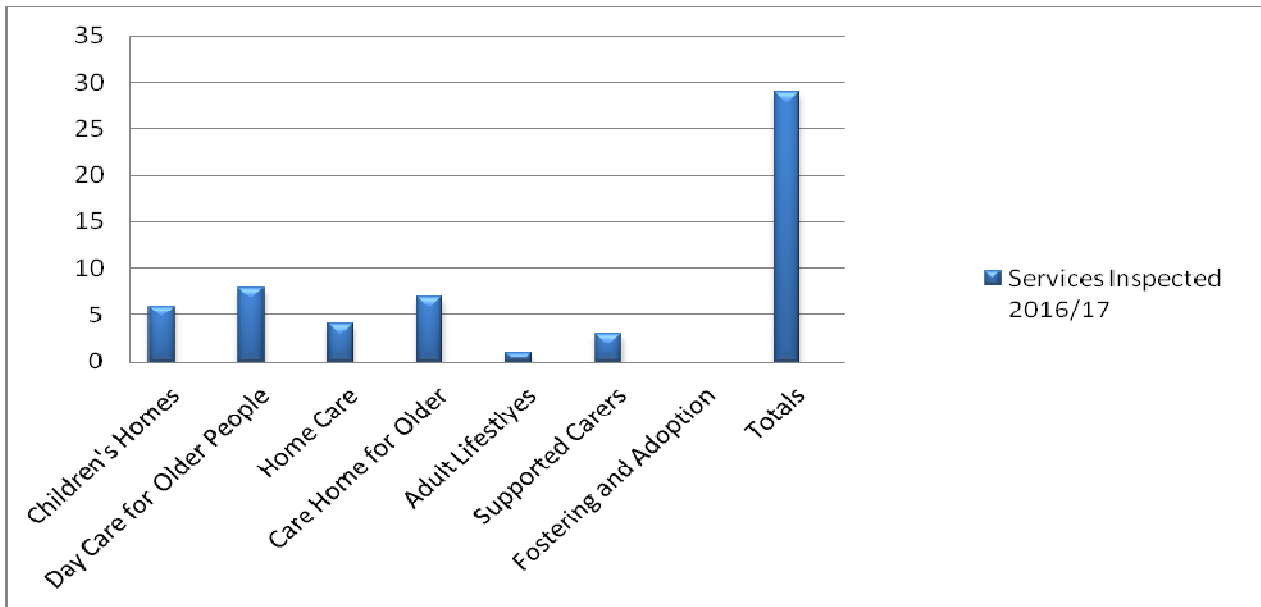
Customer Services Excellence (CSE) standard aims to make a tangible difference to service users by encouraging provider organisations to focus their individual needs and preferences. Social Work Resources have retained the following CSE Awards and improved upon their score, gaining some extra areas of Compliance plus.

	2015-16	2016-17
Service Area	Compliant Plus	Compliant Plus
Adult Mental Health Services	7	8
Older Peoples Day Care Services	14	15
Older Peoples Residential Care	10	15

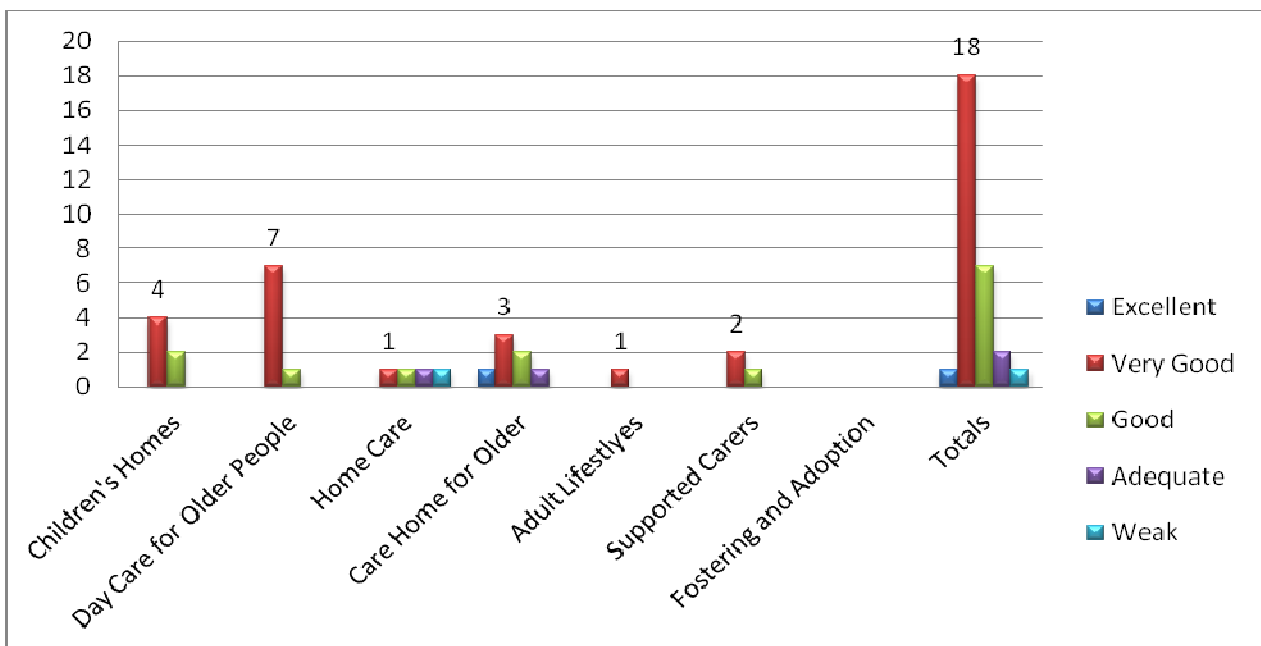
Care Inspectorate – Inspection Reports

The Care Inspectorate regulates the performance, inspection, and public reporting of the Care Services registered with them. Social Work Resources manage 43 registered services. During 16-

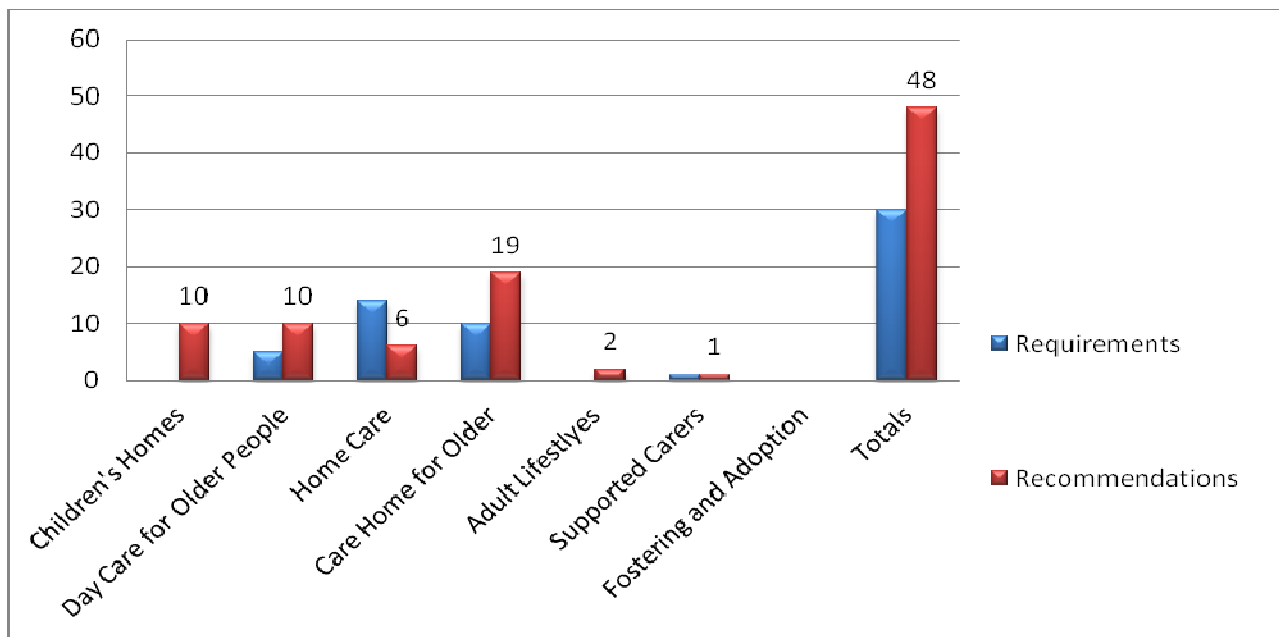
17 there were 29 Inspections completed by the Care Inspectorate across 6 differing service areas as outlined in the chart below.



Of the 29 services inspected 26 are in the grade range excellent/ very good/good, with the remaining 3 in the grade range adequate/weak. Two of the Day Care Units for Older People have been re-designed for other community services.



Alongside the graded inspection, the Care Inspectorate may identify areas that require improvement, and areas that they would suggest improvement could be focussed. The following table outlines the number of requirements and recommendations for specific service areas in 2016-17.



Key achievement highlights during 2016-17 are also detailed in section 4.2 Additional achievements are listed below:

Connect Objective: Improve services for older people (priority)	
Resource Objective	Progress 2016-17
Improve services to support older people to live in their homes and communities	Over 2016-17 there were 1396 day care places available across 14 day care units. As at March 2017 (33%) of these places were vacant. We are currently in the process of remodelling our day care services, which should lead to a reduction in vacancies.
Implement Government Strategies eg, Dementia Strategy, Autism Strategy, Mental Health Strategy and Learning Disability Strategy	<p>Strategic developments are progressing well across the national strategies:</p> <ul style="list-style-type: none"> • Autism – dedicated local resource with associated staffing established • Keys to Life – Lifestyles centres continue to advance their Keys to Life Action Plan • Mental Health – in terms of the national action to increase the number of MHOs – there will be 5 newly qualified Officers by June 2017 • A revised Carers Strategy will be developed in line with the requirements of the Carers (Scotland) Act 2016 and our participation as a pilot site <p>The Resource has continued to deliver Dementia Training at Skilled and Enhanced Level.</p>

Connect Objective: Protect vulnerable children, young people and adults (priority)	
Resource Objective	Progress 2016-17
Improve services to support adults to live in their homes and communities	100% of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral.
Protect vulnerable children, young people and adults living in our communities	Referral activity in relation to domestic abuse continues to be monitored which resulted in 5540 referrals.

Connect Objective: Develop a sustainable Council and communities	
Resource Objective	Progress 2016-17
Embed sustainable development strategy across Social Work Resources	The Resource achieved a 2.4% reduction in fuel emissions exceeding the target.

Connect Objective: Get it right for every child	
Resource Objective	Progress 2016-17
Getting right for children in need	81% of young people are seen within 1 week of receiving Community Payback Order (CPO).
Getting it right for every looked after child	100% of Looked After and accommodated Children are seen by a supervising officer within 15 days.

Connect Objective: Improve Community Safety	
Resource Objective	Progress 2016-17
Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and reduce reoffending	Staff continue to work hard consistently in this area, achieving 100% of service users seen within 2 working days of a Drug Treatment and Testing Order (DTTO) commencing.

Connect Objective: Strengthen partnership working, community leadership and engagement	
Resource Objective	Progress 2016-17
Strengthen partnership working, community leadership and engagement	The SL Health and Social Care Partnership have developed an Implementation Plan to monitor the impact of the Strategic Commissioning Plan and developed key performance indicators.

Connect Objective: Provide vision and strategic direction	
Resource Objective	Progress 2016-17
Provide vision and strategic direction	<p>As at 31 March 2017 all Care Inspectorate requirements of registered services have been met.</p> <p>Over the course of the year Social Work Resources has carried out several Equality Impact Assessments relating to the councils proposed efficiencies. A further EQI has been identified to take forward in respect of the carers (Scotland) Act 2016.</p>

Connect Objective: Promote performance management and improvement	
Resource Objective	Progress 2016-17
Promote performance management, self-evaluation and improvement	All Scottish Government returns for year end 2015-16 have been submitted.

Connect Objective: Embed governance and accountability	
Resource Objective	Progress 2016-17
Embed governance and accountability	90% of all audit actions are completed by the due date. Information governance self-assessment audit checklist completed and all relevant actions implemented.

Connect Objective: Achieve efficient and effective use of resources	
Resource Objective	Progress 2016-17
Achieve efficient and effective use of resources	<p>Social Work Resources has a labour turnover rate of 2.2%. This means that the Resource remains within target for this measure.</p> <p>For 2016-17, 100% of Social Work Resources buildings, from which the council delivered services to the public, were suitable for, and accessible to, disabled people. This is consistent with the previous three years.</p>